Maritime Headquarters with Maritime Operations Center: A Research Agenda for Experimentation

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MOTIVATION AND OBJECTIVES

A2C2 RESEARCH IS TRANSITIONING FROM A TACTICAL TO AN OPERATIONAL FOCUS WITH EMPHASIS ON MOC

- MOC is adaptive: A2C2 research aligns with larger MOC PT goals
- Visits to workshops, events, exercises give direction to the research

2009 MOC-1 EXPERIMENT OBJECTIVES

- Continue/expand A2C2 program of model-based experimentation
- Develop lab environment for A2C2/MOC empirical research
  - Software tools, comms requirements, data collection, …
- Determine appropriate pace and methodology for conducting laboratory-based experimentation at an operational level of war
  - Slow time scale: Monitoring, assessing, planning, directing
  - Need to abstract broad processes flowing through the overall MOC
    - Aggregate 10-100’s of staff to a few laboratory participants!
- Form realistic linkage to MOC concepts and issues
- Compare alternative organizational forms
- Familiarize NPS students with MOC
Increased Emphasis on ISR

- MOC designed to effectively integrate planning elements of Current Operations (COPS) and Future Operations (FOPS)
- ISR provides critical information to support COPS and FOPS
  - Important to determine most effective way ISR personnel should be organized to support effective planning and accurate resource allocation
- Critical to all phases of an operation
  - ISR assets are in high demand, short supply
- Way ISR assets are employed will need to evolve
- New framework views collection management as the “primary forcing function” for the pace, and quality of intelligence
- Intelligence supports the entire range operations
- Two organizations of ISR personnel: centralized / decentralized
  - **Centralized**: Tends to increase speed of response for stable and predictable environments
  - **Decentralized**: More rapid, time-critical responses in dynamic less predictable situations
### MHQ with MOC Tasks in Prioritized Order

<table>
<thead>
<tr>
<th>MHQ with MOC Capabilities-Based Assessment Identified Tasks</th>
<th>Weighted Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Process and Exploit Collected Operational Information</td>
<td>217.53</td>
</tr>
<tr>
<td>Collect and Share Operational Information</td>
<td>215.25</td>
</tr>
<tr>
<td>Disseminate and Integrate Operational Intelligence</td>
<td>214.12</td>
</tr>
<tr>
<td>Produce Operational Intelligence and Prepare Intelligence Products</td>
<td>211.53</td>
</tr>
</tbody>
</table>
Managing Planning on Three Event Horizons

**Future Plans / J5**
- Operational focus is on "what if.": Typically responsible for branch planning. Prepares components for future operations Warning Orders (WARNORDs).

**Future Ops / J35**
- Branch plans
- Preconditions
- Triggers
- Draft Cdr's intent
- Recommend CCIRs
- Concept of ops
- Component tasks
- Coord instructions
- Risks
- ROE
- Changes
- Plan Synch
- Decision support matrix / template

**Current Ops / J3**
- Branch plan
- "Sketch / Storyboard" with draft
- WARNORD and synch / decision support tools
- With planner explanation

(From Selected Slides from VADM Marty Chanik Brief, Second Fleet, 25 Oct 07).
EXPERIMENT FOCUS: MOC-1

- MOC is A TEAM-of-TEAMS
- MOC Cells support the MOC processes

**INTER-CELL INFO FLOW**
- **FOPS**: Requires current information for best planning
  - Produces IPE requests (RFI)
- **ISR**: Determines best ISR packages for satisfying RFI
  - Collects/disseminates info
- **COPS**: Directs/Monitors subordinates to support RFI

**MOC-1 RESEARCH TOPIC**
- Stand-alone vs. distributed (embedded) ISR capability within FOPS and COPS
  - Single IV experiment study
  - Motivated by current MOC concerns

**MOC-1: Examined interactions among 3 of the most vital cells**
- Current Operations (COPS)
- Future Operations (FOPS)
- Intel/Surveillance/Recon (ISR)
- Focus was on information flow associated with planning
SCENARIO

RED has declared a regional hegemony over BROWN
- Land invasion has begun
- Anti-access strategy in place for sea areas A and B
- Red will attempt to fire upon any BLUE assets that might be in areas A and B
- Red has threatened GREEN to not interfere
- Red has extensive ballistic and cruise missile capability

BLUE’S PLAN: BRING CVBGs INTO AREAS A AND B

- *First* establish AEW; air & sea superiority; TAMD; clear mines
- *Defend and protect* ally GREEN from ballistic missile attack
- *Destroy* key RED air and naval bases, ballistic and cruise missile sites
- Prepare battlespace for introduction of follow-on forces
TIME FOCUS FOR MOC-1 EXPERIMENT

CAMPAIGN PLAN -- via FUTURE PLANS CELL (A)

TAMD protect country Green

AEW of Area A

TAMD Blue Forces in A

ATTACK AIR BASES (incl. BDA)
ATTACK C2 NODES (incl. BDA)
ATTACK IADS (incl. BDA)
ATTACK MSL BASES (incl. BDA)

NEGATE Red SUBS

MIW in Strait A

DEFEND vs. CDCM Attack

CVN penetrate into area A

SURF Surveillance of area A

AREA A

(similar plan for area B)

COPS (ongoing)

FOPS (future)
BLUE ASSETS ORDER OF BATTLE

ASSETS in THEATER

**Area A**
- 2 CG, 2 DDG
- 1 AWACS
- 1 JSTAR, 5 P3
- 1 U2, 1 RJ, 2 UAV

**Area B**
- 2 CG, 1 DDG, 1 SSN
- 3 AWACS, 1 AEF
- 1 JSTAR, 1 P3
- 1 U2, 1 RJ, 2 UAV

ADDITIONAL ASSETS ENTERING THEATER
- 2 CVN
- 2 DDG
- 4 SSN
- 2 MH53
- 1 UAV
- 2 AEF

BASIS for PLANNING
- 1 CVN, 2 CG, 2 DDG
- 2 SSN, 1 MH53, 1 AEF
- 2 AWACS, 1 JSTAR, 2 P3
- 1 U2, 1 RJ, 2 UAV

TASK AND ASSET STATUS MONITORED BY COPS CELL including
ASSETS REDIRECTIBLE FOR ISR

TO BE ASSIGNED BY FOPS CELL TO FUTURE TASKS

A or B? 1 DDG 1 SSN, (2 P3) 1 UAV, 1 AEF
ANALYTICAL FORMALISM: TASKS and ASSETS

**TASKS AND ASSETS**
- TASKS and ASSETS are linked via a common set of resources.

**Combining Assets to Meet Task Requirements**

<table>
<thead>
<tr>
<th>TASKS area A</th>
<th>option 1</th>
<th>option 2</th>
<th>option 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>AEW OF Area A</td>
<td>AWACS+CAP</td>
<td>CG+AEF</td>
<td>DDG+AEF</td>
</tr>
<tr>
<td>TAMD BLUE</td>
<td>CG+DDG + AWACSoRJ</td>
<td>2CG+AWACS or RJ</td>
<td>2DDG+AWACSoRJ</td>
</tr>
<tr>
<td>Surveillance Area A</td>
<td>P3+AWACSoRCGorDDGorRJ</td>
<td>CVN</td>
<td>2 of {CG, DDG}+AWACS</td>
</tr>
<tr>
<td>USW in Area A</td>
<td>2P3+DDG</td>
<td>SSN+P3+CGorDDG</td>
<td>2SSN+CGorDDG</td>
</tr>
<tr>
<td>MIW IN STRAIT A</td>
<td>2MH53+DDGorCG</td>
<td>MH53+CGorDDGorCVN</td>
<td>MH53+CGorDDGorCVN</td>
</tr>
<tr>
<td>CVN penetrate Area A</td>
<td>CVN+DDG+CGorDDG</td>
<td>CVN+CG+DDG</td>
<td>CVN+2CG</td>
</tr>
<tr>
<td>Attack RED MSL bases</td>
<td>CVN</td>
<td>AEF+UAV</td>
<td>DDG+UAV+RJ</td>
</tr>
</tbody>
</table>

**Provides a Concise, Analytically Tractable, Way to Construct Alternative Task Processing Options** (asset packages)
1. **OBTAIN UPDATED TASK RESOURCE REQUIREMENTS**
   - Initial/prior task requirement data could be in error by +/- 30%
   - Issue RFI to ISR cell on a task-by-task basis
2. **ALLOCATE ASSETS TO MEET TASK REQUIREMENTS**
   - Commander’s guidance: accuracy > 70%, critical tasks at 100%
   - Assign shared assets to *either* area A or to area B

**INTERACTIVE PLANNING AID:** Asset package options (UConn)

Select a task

Up to 4 options with associated accuracies

Assign specific assets to specific tasks on Gantt worksheet
ISR CELL ACTIVITIES

- RECEIVES AND LOGS RFI-IPE REQUESTS FROM FOPS
  - Requests are received on a task-by-task basis
- DETERMINES ISR PACKAGES THAT WOULD PROVIDE HIGHEST ACCURACY or Pr(success) ON THE FOPS REQUEST
  - ISR cell uses look-up table decision aid (models ISR “expertise”)

<table>
<thead>
<tr>
<th>FOPS Task ID</th>
<th>Area A Tasks</th>
<th>Option 1</th>
<th>Option 2</th>
<th>Option 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>FA1</td>
<td>AEW of Area A</td>
<td>AWACS 100</td>
<td>RJ &amp; UAV 65</td>
<td></td>
</tr>
<tr>
<td>FA2</td>
<td>TAMD Green</td>
<td>RJ &amp; U-2 95</td>
<td>AWACS &amp; UAV 70</td>
<td>P-3 &amp; JSTARS 30</td>
</tr>
<tr>
<td>FA3</td>
<td>TAMD Blue in A</td>
<td>RJ &amp; U-2 90</td>
<td>AWACS &amp; UAV 70</td>
<td>JSTARS &amp; AEF 50</td>
</tr>
<tr>
<td>FA4</td>
<td>Surf Surv Area A</td>
<td>JSTARS &amp; P-3 100</td>
<td>UAV &amp; P-3 90</td>
<td>AEF 40</td>
</tr>
</tbody>
</table>

ASSUMPTION: ISR ASSETS NORMALLY ALLOCATED TO FOPS IPE MISSIONS WERE “PULLED AWAY” BY HIGHER AUTHORITY
  - Increases inter-cell “stress” over ISR asset utilization
- NEGOTIATES WITH COPS TO RELEASE ISR ASSETS
  - logs COPS’ actions
- PROVIDES UPDATED TASK DATA TO FOPS WHEN RFI MISSION HAS COMPLETED
COPS CELL – DIRECTS IPE MISSION

- RELEASES SPECIFIC ISR ASSETS, COORDINATING WITH ISR CELL
- SEEKS TO MINIMIZE RISK TO CURRENT/ONGOING OPERATIONS
  - Asset released for ISR comes at the expense of current task performance
  - Accuracy on a current task ↓ if an asset is removed; risk ↑
    - risk increases non-linearly with repeated use of *same* asset
- INTERACTIVE DECISION AID TO DETERMINE RISK (UConn)
  - Mimics interaction with lower-level forces

Provides COPS player with the risk that would be incurred if a specific asset is released from a specific task.
INDEPENDENT VARIABLE: ISR ORG STRUCTURE

**CENTRALIZED ISR CELL**
- 3 cells of 2 players each
- One CHAT room per area

**DECENTRALIZED ISR CELL**
- ISR embedded in COPS/FOPS cells
- 2 cells of 3 players each

**CHAT USED BETWEEN CELLS; VOICE COMMS WITHIN A CELL**
EXPERIMENT DESIGN: CONDUCT

- **FOUR TEAMS OF 6 PLAYERS EACH**
  - NPS students (O3-O4 level), some with MOC experience
  - 2 teams in each IV condition

- **EXPERIMENT CONDUCTED IN 4 TWO-HOUR BLOCKS**
  - Block 1: introduction to mission, training
  - Blocks 2 and 3: experiment runs (separated over 2+ days)
  - Block 4: Team and cell questionnaires, hot wash

- **DATA COLLECTION (NPS, APTIMA, SDSU)**
  - FOPS: Accuracy of plan by individual task assignments
  - ISR: Quality of ISR packages used
  - COPS: Total risk to ongoing operations
  - Temporal data on RFI process on task-by-task basis
  - CHAT logs, digitized voice recordings
  - Observer measures and subject self-reports
  - Eye-tracking data (SDSU)
  - Post experiment questionnaire

- **DATA ANALYSIS PERFORMED BY APTIMA, Inc.**
SELECTED MOC-1 RESULTS

INDEPENDENT ISR CONDITION ⇒ HIGHER PLAN ACCURACY
• 90% versus 82% (se ~ 2%)

EMBEDDED ISR CONDITION ⇒ ENHANCED CELL COHESION
• 6.8 versus 6.3 (se ~ 2.5%) for both social and mission cohesion

POST EXPERIMENT SURVEY ON PACE AND METHODOLOGY
• Easy to coordinate? (100%)
  – “Allow radio/voice comms between COPS and FOPS for direct coordination”
• Adequate time to evaluate/compare options? (92%)
  – Pacing was good, players were engaged/challenged without feeling over-tasked
• Reasonable abstraction of processes at OLW? (73%)
  – Separation of COPS and FOPS cells was artificial
  – “org structure we had was ideal and mostly close to my experiences”
• Inter-team situation awareness (SA) needs improvement
  – Each watch-stander needs cognizance of responsibilities/status of other cells
  – Cross-cell prioritization of tasks and assets was not clear
  – Opening CHAT to include all cells would improve inter-unit awareness
  – Common operational picture (COP) to show locations & status of assets
THE ROAD AHEAD

ONGOING DEVELOPMENT OF LAB ENVIRONMENT FOR EXPERIMENTS

- Information environment: Networked visualization tools, COP, …
- Aggregated (OLW) dynamic simulation (e.g., DDD) for “playout” of a plan
  - Simulate MOC interactions with lower-level forces
- Automated data collection tools to capture planning process
- Integration of agents and decision aids with human subjects

EXPAND/MODIFY OPERATIONAL SCENARIO(S)

- Include geography, subordinate task forces, …, other cells?
- Consider a plan-execute-plan cycle (over multiple lab sessions)
- Likely C2 focus: ISR integration during planning and execution

REFINE ABSTRACTION/AGGREGATION OF MOC CELLS & PROCESSES

- Increase subjects’ understanding of abstracted/aggregated processes
- Embedded software to show “process” and time lines
- Increase interdependency between FOPS and COPS
  - Comm structure (Voice, CHAT) should reflect/allow inter-cell processes
- Use of agents – especially at tactical and subordinate force levels
  - Also for routine interactions within a MOC